
BRIDGET DUFF

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Atlanta, GA 30313*

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EMPLOYMENT HISTORY

**September 2003-
Present**

COX COMMUNICATIONS, INC. – Atlanta, GA
Director, Education and Government Policy

- *Responsible for directing the company's involvement in education policy development at federal, state, and local levels; and creating and implementing a strategy for delivering information about Cox's wide array of activities in the education arena to policymakers*
- *Responsible for tracking and directing the company's involvement in universal service programs and policy development*
- *Responsible for analyzing, revising, and implementing Cox's companywide education strategy, in consultation with the field, public affairs, commercial, marketing, strategy and development, legal and regulatory departments*
- *Responsible for assisting corporate in tracking and analyzing state legislative cable and telephone policy developments, and working with field to develop responses to proposed legislation when needed*

**April 2000-
September 2003**

COX COMMUNICATIONS, INC. – Atlanta, GA
Position: Director, Education & Government Markets, Cox Business Services

- *Responsible for creating and implementing sales strategy and ongoing field support for education and government markets in newly formed Cox Business Services unit. Duties include:*
 - *Acting as corporate liaison for business development in the education market by developing strategies designed to extend successful field endeavors to other systems*
 - *Working with Cox Business Development in their due diligence pertaining to Cox's investment in Connecting With Kids, a video and online education content and curriculum company focused on life skills and character education issues for students and the community*
 - *Spearheading an integrated effort to create and implement a strategy for launching Connecting With Kids business model in all Cox systems*
 - *Creating budget projections and revenue targets for education and government markets*
 - *Working with Marketing group to develop and implement marketing strategies and materials for education and government segments*

- *Working with Product Development group to develop products and negotiate agreements with vendors for education and government product offerings*
- *Working closely with Public Affairs to align their initiatives to drive revenue in education and government segments and to communicate Cox's successes in education and government to the press*
- *Representing Cox at conferences, conventions, and meetings with the education and government communities and within the cable and telecommunications industries; and leveraging those opportunities to develop contacts and drive business development*
- *Meeting with national organizations (NCTA, Cable in the Classroom) to discuss how cable's involvement in education can be leveraged to achieve national recognition, assist in government and public relations efforts, and drive revenue*
- *Supporting education and government sales reps in contract negotiations, e-Rate funding support, legal and regulatory issues related to funding and acquisition rules, and proposal development*
- *Tracking sales in education and government markets and overseeing staff engaged in e-Rate funding support; working closely with legal and regulatory staff to ensure compliance with rule requirements*

**January 1999-
April 2000**

COX COMMUNICATIONS, INC. – Atlanta, GA

Position: Director, Education Services

- *Responsible for implementing, overseeing, and coordinating the Cox Education Strategy adopted by the Senior Team and General Managers in November 1998. The goal of the strategy is to position Cox as a full service, turnkey partner to schools and libraries by offering them a full spectrum of services, including technology consulting and assistance in procuring technology funding, with the goal of upselling Cox broadband services. Duties included:*
 - *Establishing, in consultation with business services, public affairs, and marketing, overall goals and objectives for Cox's education initiatives*
 - *Developing, in consultation with business services, public affairs, and marketing, and overseeing implementation of strategies for systems to establish a seamless, integrated approach to education markets, and strategies for preempting and responding to competitors' actions*
 - *Developing and disseminating information and materials related to "best practices," universal service fund ("e-Rate") requirements, market research, marketing collateral, public and media relations templates, sample RFPs and contracts and other resources for systems to implement the strategy*
 - *Developing and conducting education strategy training seminars for system personnel*
 - *Working with systems to develop and conduct education technology funding seminars for their education communities, particularly*

focusing on the federal “e-Rate” program, and showcasing Cox broadband services

- *Identifying and facilitating potential sales to education markets through networking, analysis of education technology trends, market and demand data, identification of funding sources, participation in education technology conferences, etc.*
- *Identifying and tracking Cox sales of broadband services to schools and libraries and funding amounts awarded through universal service funds*
- *Identifying and negotiating with outside vendors and consultants who may be able to assist Cox in selling to education markets*
- *Supervise Cox’s compliance with state and federal universal service fund requirements, including working with regulatory, legal, accounting, billing, and marketing to ensure payment into the funds and compliance with rules concerning recovery of contributions from customers*
- *Serve as Cox’s liaison with administrators of the universal service funds*

**August 1998 –
January 1999**

COX COMMUNICATIONS, INC. - Atlanta, GA

Position: Manager, Universal Service

- *Manage Cox’s participation in state and federal universal service funds and assist systems in using the funds to generate maximum revenues and market share. Ensure positive outcomes in regulatory deliberations on policy issues related to the funds. Duties included:*
 - *Educating systems regarding universal service fund issues, compliance requirements and ideas for generating revenues and increased market share by getting monies out of the funds*
 - *Supervising Cox’s compliance with state and federal universal service fund requirements, including working with regulatory, legal, accounting, billing, and marketing to ensure payment into the funds and compliance with fund participation rules and rules concerning recovery of contributions from customers*
 - *Serving as Cox’s liaison with administrators of the universal service funds*
 - *Meeting with state regulatory commissions and staff to discuss Cox’s broadband services, its education strategy, and its participation in universal service funds, organize events and make presentations at commission meetings and functions*
 - *Identifying and tracking policy issues and requirements related to state and federal universal service funds and convey*

**February 1997 -
August 1998**

FLORIDA PUBLIC SERVICE COMMISSION, Tallahassee, FL

Position: Public Utilities Supervisor/Federal Liaison Unit

- *Assisted the Chairman of the FPSC on federal telecommunications matters;*
- *Served as state staff chair of the Federal-State Joint Board on Universal*

Service, charged with creating and implementing universal service programs created in the federal Telecommunications Act of 1996. Duties included:

- *Managing workload of 12 state staff and overseeing weekly deliberations of state regulators; developing strategy for negotiating with FCC staff and commissioners on policy for implementing programs*
- *Evaluating positions of industry parties on policy issues, including responding to lobbying by incumbent telephone companies, competitive telephone companies, wireless companies, Internet access providers, etc.*
- *Evaluating information from school, library, rural health care and low income communities on their needs and concerns with respect to receiving monies from the funds; subsequent to implementation of the program, educated these communities as to program requirements;*
- *Participating in the development of a proxy cost model for estimating the costs of providing telephone service in a competitive environment*
- *Managing staff of four*

**December 1995 -
February 1997**

**FLORIDA HOUSE OF REPRESENTATIVES, Committee on Finance
and Taxation, Tallahassee, FL**

Position: Legislative Analyst

- *During the legislative session, performed all duties related to analysis of legislative bills and amendments, estimation of fiscal impacts associated with bills and amendments. Specifically worked on telecommunications and Internet taxation issues.*
- *Participated in revenue estimating and fiscal impact conferences with the Senate, Governors Office, and Florida Department of Revenue.*
- *Researched and prepared report and recommendations on ad valorem taxation of computer software. Served as staff for the Governors Telecommunications Tax Task Force, which was assigned the task of proposing a solution to the law's differing tax treatment of the telephone, cable television, and computer industries.*

**May 1994-
December 1995**

FLORIDA PUBLIC SERVICE COMMISSION (FPSC), Tallahassee, FL

Position: Telecommunications Policy Adviser

- *Served as federal liaison for the FPSC in telecommunications matters.*
- *Served as a member and officer of the NARUC Staff Subcommittee on Communications. Duties included economic and financial analysis of issues affecting the telecommunications industry, development of strategy and lobbying Congress and the FCC on behalf of state regulatory commissions*
- *Worked with incumbent and competitive telephone, cable, and computer companies to understand and evaluate their positions on the issues and*

developed analysis and recommendations on the impacts of pending regulatory issues

- *Managed staff of two*

**November 1990 -
April 1994**

NATIONAL CABLE TELEVISION ASSOCIATION, Washington, D.C.
Position: Director, State Outreach

- *Implemented and managed the Association's State Telecommunications Project. Duties included:*
 - *Developing strategy for cable industry to respond to policy issues pending before state regulatory commissions and legislatures that potentially impacted the industry and its inroads into providing telecommunications services; developed strategy for responding to actions by incumbent telephone companies to prevent entrance of cable companies into their markets and to promote their entrance into cable markets*
 - *Developing position papers, supporting analysis and documentation for cable industry position on the issues*
 - *Lobbying NARUC and individual state utility commissions regarding the cable industry's involvement in telecommunications, its efforts to bring cable technology and programming to schools, and its positions on federal and state policy issues*
 - *educating cable industry and state cable association executives on telecommunications regulatory policy issues, the telephone industry and its culture*
 - *Managing staff of two*

**August 1984 -
October 1990**

FLORIDA PUBLIC SERVICE COMMISSION – Tallahassee, FL
Positions: 1988-1990: Economic Analyst; 1984-1988: Regulatory Analyst I-IV;

1988-1990: Served as federal liaison for the FPSC in telecommunications matters; represented the FPSC at NARUC and participated in policy projects developed at NARUC; wrote FPSC comments and position papers to be filed with the FCC and other federal agencies; represented the FPSC in proceedings to address the introduction of competition into the information services markets.

1984-1988: Regulatory Analyst I-IV positions involved increasingly complex analysis of telephone company rates, services, and tariffs. Managed and analyzed generic policy issues related to the form and extent of regulation of various telephone industry companies and the introduction of new technologies, services, and competition to telecommunications markets.

**September 1980 -
August 1983**

Description of positions available upon request

EDUCATION

***September 1980 -
March 1982*** ***FLORIDA STATE UNIVERSITY***
Tallahassee, Florida
MBA Course work

June 1980 ***FLORIDA STATE UNIVERSITY***
Tallahassee, Florida
B.S. Economics/Finance

PROFESSIONAL ACHIEVEMENTS

1997- 1998 *State Staff Chair, Federal-State Joint Board on Universal Service;
Member, National Association of Regulatory Utility Commissioners
(NARUC) Staff Subcommittee on Communications*

***August 1994
& August 1995*** *Faculty, National Association of Regulatory Utility Commissioners Annual
Regulatory Studies Program
Michigan State University, East Lansing, Michigan*

1994-1995 *Member and Second Vice Chair, National Association of Regulatory Utility
Commissioners (NARUC) Staff Subcommittee on Communications*

1988-1990 *Member, National Association of Regulatory Utility Commissioners (NARUC)
Staff Subcommittee on Communications*

1989-1990 *Staff Member, Federal/State Joint Board on Open Network Architecture*

REFERENCES *Available upon request.*